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Project Lifecycle Management Essentials

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QUESTION 1

What is the purpose of the Project Execution and Control Phase?

A. To prove the solution described in the scope document meets the project requirements.

B. To provide adequate visibility into actual progress so that management can take effective actions when necessary.

C. To successfully transition from the sales team to the delivery team.

D. To provide an adequate foundation for the Project Management Plan.

Correct Answer: B

Project Execution and Control runs concurrently with the Implement focus area phases. The purposeof the Project Execution and Control Phase is to provide adequate visibility into actual progress so thatmanagement can take effective actions when the project\'s performance deviatessignificantly from theproject plans. The Project Execution and Control Phase includes tracking and reviewing the projectsaccomplishments and results against documented WBS, project estimates, time schedule, resourcesplan, and cost budget, and adjusting these plans based on the actual accomplishment and results.

QUESTION 2

Select the three benefits of the Oracle Unified Method (OUM).

A. It provides a common language.

B. It reduces duplication of effort.

C. It reduces confusion.

D. It provides better templates.

E. It provides a collection of samples.

Correct Answer: BCD

BC:More Cost Effective ?OUM facilitates improved control of project expenses by using a flexible

work breakdown structure that allows you to perform only necessary tasks.

D:The OUM offering provides you with a comprehensive toolkit:

/Overview Material ?Provides an overview of OUM\\'s approach to IT projects, including the industry

standards upon which OUM is based.

/Guidelines ?Phase, process, task, role, and work product guidelines cover every aspect of an

Oraclebased business solution.

/Templates ?Templates enable fast and easy creation of high quality work products. /Tailored Work

Breakdown Structure ?These standards enable an easy start in managing your project.

Note:

*The Oracle Unified Method (OUM) is Oracle\\'s standards-based method that enables the entire Enterprise Information Technology (IT) lifecycle. OUM provides an implementation approach that is rapid, broadly adaptive, and business-focused. OUM includes a comprehensive project and program management framework and materials to support Oracle\\'s growing focus on enterprise-level IT strategy, architecture, and governance. Oracle\\'s Global Methods team has packaged OUM to accelerate your IT projects. OUM presents an organized, yet flexible, approach. Its defined, operational framework helps anticipate critical project needs and dependencies. With OUM, you can move efficiently through the IT lifecycle to quickly achieve measurable business results.

QUESTION 3

What is not a step within the Infrastructure Close task?

A. Conduct a final system back-up.

B. Revoke consultant access to client systems.

C. Conduct training of client IT staff.

D. Document the technical environment.

Correct Answer: C

QUESTION 4

What is true about Organization Change Management in OUM manage?

A. A previous project failure is not a change management warning sign since it could be due to any number of reasons.

B. No official communication regarding the change is issued because the client is seeking to have a grassroots communication campaign.

C. Have a consensus culture is good because it cuts down on the time to get to agreements.

D. Having nobody to manage change should be a warning sign that the project may go off track.

Correct Answer: D

QUESTION 5

Which statement is true about the Project Management Plan and the Project Workplan in OUM?

A. They are the same document.

B. A change to one may necessitate a change to the other.

C. The Project Management Plan does not change after Project Startup, while the Project Workplan may change at anytime.

D. The Project Workplan and Project Management plan have no Impact on one another.

Correct Answer: B

*OUM Manage provides the framework for consistently managing a project regardless of the project approach. The project manager must be familiar with the project approach being used, and must make the necessary adjustments in the Project Management Plan (as well as in the Project Workplan) to incorporate the concepts and activities that support the given approach.The same concepts apply to projects using offshore resources or third parties. *OUM Manage and Other Project Approaches OUM Manage can be used with any project approach. OUM Manage does not required any specific project approach. The project manager should adjust the Project Management Plan and Project Workplan in order to execute the project following the designated project approach.

QUESTION 6

What is not an approach for risk mitigation?

A. Reducing the probability of occurrence by choosing an alternate approach

B. Reducing the impact of the risk by having a plan in place to immediatelyreadto the event.

C. Accepting some of the risks and adding them to the Issues log since they will probably become an issue anyway.

D. Accepting some of the risks from the onset and controlling those risks throughout the project lifecycle.

Correct Answer: C

QUESTION 7

Which is true about OUM Manage?

A. It emphasizes clearly documenting the scope of the project and the exact procedures to implement changes to this scope.

B. It is not possible to control the project timeline without a detailed project plan.

C. It is necessary to only document the items in the scope.

D. If the project sponsor requires a functional change, the project team must comply with the request.

Correct Answer: A

The Manage focus area is organized into 13 processes: Bid Transition (A)Scope Management Financial Management Work Management Risk Management Issue and Problem Management Staff Management Communication Management Quality Management Configuration Management Infrastructure Management Procurement Management

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Organizational Change Management Collectively, these processes form a comprehensive set of tasks required to manage Oracle- based development and implementation projects. Every project includes most, if not all, of these processes, whether they are the responsibility of a consulting organization, a client organization, or a third party.

QUESTION 8

Select two objectives of the OUM Implement Elaboration phase.

A. Confirm the project scope.

B. Identify and validate the architecturally significant requirements.

C. Identify key configuration decisions.

D. Prepare the system for acceptance test and deployment.

E. Address critical operational issues.

F. Obtain acceptance.

Correct Answer: BC

The goal of the Elaboration phase is to develop the detailed requirements, partition the solution, create any

necessary prototypes, and baseline the architecture of the system. This effort results in a stable basis for

the design and implementation effort in the Construction phase. The architecture evolves from the most

significant requirements(B), those that have the greatest impact on the architecture of the system, and an

assessment of risk. The stability of the architecture is evaluated through one or more architectural

prototypes. During the Elaboration phase, the project team\\'s understanding of the client\\'s business

requirements is verified to reduce development risk.

Note:

OUM includes the following phases.

InceptionElaborationConstructionTransitionProduction Reference:OracleUnified Method (OUM)Oracle\\'s

Full Lifecycle Method for Deploying Oracle- Based Business Solutions

QUESTION 9

Which statement is true about the Custom Development Sub-Flow of the OUM Implement Core Workflow?

A. It should be included in every OUM project plan.

B. It should be included in the workplan when there are configuration tasks identified.

C. It should be included in the workplan when gaps are identified while mapping requirements.

D. It should only be included on SOA projects.

Correct Answer: D

Note:

*The first step is to start from a core set of tasks. We recommend that you consider using the OUM

Implement Core Workflow for this purpose along with an OUM view that best matches the needs of your

project. Remember, though, that the views tend to be a superset of tasks related to a particular solution,

discipline, or technology. Therefore, the core workflow and views should be used together to achieve the

right balance for your project.

QUESTION 10

Which two items are completed during the Work Management close?

A. final backup and archiving of the project workplan

B. back up of the project diary

C. production of final schedule metric report

D. payment of all vendor invoices

E. reconciliation of open accounts payable

Correct Answer: AC

Note:Work Management - The objective of the Work Management process is to develop the work plan and to define and document the processes and policies to be used to execute, maintain, control and close-out the Project Workplan.

QUESTION 11

Which three statements are true about the various plans used In OUM during Project Execution Control.

A. Once created, the implementation Plan is never updated.

B. The subsequent Iteration Plan is created prior to the beginning of the next iteration.

C. The Project Management Plan should be updated, as appropriate.

D. The subsequent Iteration Plan is created as soon as possible after the Iteration begins.

E. The current Iteration Plan is adjusted, as appropriate.

Correct Answer: BCE

B:Subsequent Iteration Plan is created prior to the iteration beginning.

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E:During each iteration, the current Iteration Plan is adjusted.

Note:

*There are two plans active in the project at any given time ?the implementation plan and the iteration plan.

QUESTION 12

Select three benefits of the Oracle Unified Method.

A. It provides a common language.

B. Easier integration of acquisitions.

C. It decreases implementation time.

D. It reduces duplication and focus methods investment on deeper materials

E. It decreases implementation costs.

Correct Answer: CDE

*More Cost Effective ?OUM facilitates improved control of project expenses by using a flexible work breakdown structure that allows you to perform only necessary tasks.

Note:The Oracle Unified Method (OUM) is Oracle\\'s standards-based method that enables the entire Enterprise Information Technology (IT) lifecycle. OUM provides an implementation approach that is rapid, broadly adaptive, and business-focused. OUM includes a comprehensive project and program management framework and materials to support Oracle\\'s growing focus on enterprise-level IT strategy, architecture, and governance. Oracle\\'s Global Methods team has packaged OUM to accelerate your IT projects. OUM presents an organized, yet flexible, approach. Its defined, operational framework helps anticipate critical project needs and dependencies. With OUM, you can move efficiently through the IT lifecycle to quickly achieve measurable business results.

QUESTION 13

What is true about the Work Management Plan?

A. It outlines the major milestones of the project.

B. It is a document produced during the contract process.

C. It documents the strategy, control processes, and policies that are used to manage, support, and implement the work during the project.

D. It is produced by the Configuration Management team.

E. It defines the competencies of the project team.

Correct Answer: C

Note:

*The purpose of the Work Management Plan is to establish procedures for defining, monitoring, and

directing all work performed on the project.

*The Work Management Plan should clearly state the procedures for defining, documenting, gaining

agreement on, and communicating the project\\'s work plan and the processes to be used for which the plan

would be executed and controlled.

The project work plan is the hub of project management as it denotes all activities that the team will be

participating in within the project\\'s scope, objectives, and approach and it provides a repository of data that

the project manager can utilize to manage the project to plan. Processes that would be used for work plan

execution and control would include the following:

?eveloping the Baseline Project Work Plan

?ontrolling the Work Plan through the life cycle of the project.

?xecuting the Work Plan

?anaging Team Work?anaging Team Time

QUESTION 14

Select the three ways OUM Manage can be scaled or made fit-for-purpose.

A. by considering the depth to which specific tasks and activities are executed

B. by adding more iterations to the workplan

C. by combining tasks or executing at the activity level

D. by including additional tasks to the workplan

E. by eliminating unnecessary tasks from the workplan

Correct Answer: BCE

B:Iterative and Incremental

OUM recognizes the advantages of an iterative and incremental approach to development and deployment

of information systems. Any of the tasks within OUM may be iterated. Whether or not to iterate, as well as

the number of iterations, varies. Tasks may be iterated to increase quality of the work products to a desired

level, to add sufficient level of detail, or to refine and expand the work products on the basis of user

feedback

C:you should consider whether it is advisable or appropriate to combine tasks or to execute your project

using OUM\\'s activities ?which are groupings of tasks.

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E:Example:

Our next step is to eliminate activities/tasks that are not needed. Consider the following:

1.Don\\'t eliminate anything in the Core Workflow without carefully consideration.

2.Review any available supplemental guidance.

3.Consider removing activities/tasks NOT included in the Estimate and/or Proposal. 4.Determine if it\\'s

possible to eliminate all if not most of some processes. For example, consider removing the following

processes and corresponding activities and/or tasks, if your project does not include ANY requirements for

them:

performance Management

Organizational Change Management

Training

Data Acquisition and Conversion

QUESTION 15

What is the definition of Scope Change Management?

A. Capture, evaluate, and approve change requests to the agreed project baseline

B. Establish clear boundaries for the work products.

C. Identify when new team members are needed.

D. Evaluate vendor bids.

Correct Answer: A

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